



Truist Purple Paper®

Developing a treasury ecosystem to propel your business

How a new era of payments technology
can transform the way you succeed



Building treasury for a smarter future

Modern commerce moves at lightning speed, and the payment systems that power your business's success have to move just as quickly. No matter your company's size or industry, we all share something in common: We have to work more intelligently, more quickly, and more efficiently to stay ahead of the competition.

That's why smart treasury management has rapidly become a top priority for modern business decision-makers. Where spreadsheets and manual reconciliation were once used, new technologies ranging from centralized treasury management platforms to AI-powered predictive analytics are enabling faster and better decision-making, while upgrading the customer experience.

"Are you making it easy for your clients to pay you? Are you making it easy to purchase the product or service you're selling?" asks Chris Ward, head of Enterprise Payments at Truist. "As a corporate treasurer, you're rethinking how you can now enable the different parts of your company to be able to delight your customers, and do it in a cost-effective way."

This Truist Purple Paper brings together the combined expertise of Truist's treasury leaders to explore the stages, tools, and transformation pathways of this ongoing evolution. We share lessons from across industries and business lifecycles to illustrate how we help clients define their goals and implement effective solutions.

The path to a smarter, more agile treasury starts here.

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Treasury strategies that scale with your business

The right path forward depends on how far you've come.

Like many facets of commerce, smart treasury management can evolve in step with your company's growth through the business lifecycle stages. Whether you're a younger business focused on short-term growth, a middle-market firm facing new and increasing complexity, or a fully mature enterprise managing international geographies, your treasury ecosystem should match where you are today—and be built for where you're headed tomorrow.

Know where you stand—and plan ahead

The starting point in smart treasury transformation must be clarity: Does your current strategy align with your stage of growth? Michael Senuta, Truist's head of Wholesale Payments Product Innovation and Partnerships, challenges clients to rethink legacy systems that may have served them well in the past but no longer support their future.

"The treasury needs of a \$5 million company are fundamentally different from those of a \$500 million enterprise, and systems that once supported growth can quickly become barriers to scale," Senuta says. "The ecosystem must evolve with deeper integration, increased automation, and stronger governance. Treasury does not need to be more complex; it needs to be connected, controlled, and built to grow with the business."

For startups and early-stage businesses, treasury tends to be reactive—often managed through broad, multipurpose software packages such as QuickBooks and Excel, with check-based disbursements and ad hoc approvals. That's understandable and can be an efficient use of limited resources for a while. But companies can soon reach a turning point when expansion has outpaced infrastructure.

"They've grown, they've been successful, and they're good at what they do. But maybe they're a little raw in some of their processes," says Andrew Rankin, head of Wholesale Payments Specialized Industries Sales at Truist. That's when scale and automation become critical.

“Treasury does not need to be more complex; it needs to be connected, controlled, and built to grow with the business.”



Michael Senuta
Head of Product Innovation
and Partnerships
Truist

From tactical to strategic

In earlier stages, treasury is typically task-focused: moving money, paying vendors, and reconciling accounts. In more advanced stages, it becomes a strategic enabler of growth.

The difference can be seen on the bottom line, says Chris Noe, Truist’s head of Consumer Payments and Wholesale Payments Product. For example, one relatively straightforward shift a company can make in its treasury ecosystem is to implement a corporate card program, which is used instead of reimbursing employees for company purchases they make on their personal cards.

Not only will the detailed analytics help you understand expense patterns, but corporate card programs can also offer rebates similar to consumer card reward programs, tied to your company’s spending patterns.

“So all of a sudden, those payments become a bit of a profit center,” Noe says. “It starts to move treasury from just an operations or finance function into a more strategic role.”

Also, as companies grow, so does their exposure to fraud. Manual, paper-based processes can be among the most vulnerable, Noe adds. Modern processes such as positive-pay rules (which require affirmative instruction to process a payment), secure vendor authentication, and real-time transaction monitoring can make fraud defenses both faster and more effective.

“Fraud attempts are at an all-time high, whether that’s check fraud, or account takeover, or anything else,” Noe says. “A smart treasury management function is going to ensure that not only do you have the benefits of automation, but you’re also leveraging all the fraud mitigation tools that are available.”

This shift has implications for both systems and staff. Companies benefit when they graduate from spreadsheets to enterprise resource planning (ERP)-integrated solutions.

It’s also critical to rethink payment policies to line up with preferred rails. Rails—such as card, real-time payment, or bank ACH—are the underlying infrastructure and systems that facilitate the transfer of funds between parties. Yet not many companies document or formalize this.

“Very few companies have a written payments policy that goes beyond basic authorization authority,” Rankin says. “A more comprehensive policy says not only here are our terms, but here are the payment rails we prefer, and here are the terms for each rail, and then goes on to educate the accounts payable team on how the hierarchy of payments fits the strategy of the company.”

Barriers to change—and how to overcome them

So what ties companies to the treasury status quo, even as they grow in other areas? Often it’s inertia—“it’s worked so far”—but also sunk costs of legacy systems, new expenses, and fears of disruption. Rankin notes that the real issue may simply be that a growing company hasn’t yet come to grips with its changing needs: “Cost is one of the biggest barriers to treasury modernization, but if a client is making that argument to me, I know they don’t yet understand the benefits.”

That’s where Truist adds value—not just with technology and products, but with in-depth consultation. “Our teams are really attuned to helping clients understand where the friction is in their processes,” says Senuta. “How does the money move? Where is it delayed? Where are the errors and blind spots? From there, we can really tailor the conversation.”

The right move isn’t to tear it all down and start over, he adds. It’s to take targeted steps, solve for one priority, and build from there. Whether that’s implementing real-time visibility, automating reconciliation, or shifting from checks to instant digital payments, every step toward modernization can be strategic and scalable.

The bottom line: Treasury systems should never lag behind growth. Instead, they should be used to accelerate it.



Taking digital transformation beyond payments

Simplicity, speed, and safety are critical throughout the organization.

When businesses consider digital transformation, payments are often the starting point. But focusing on automation and speed alone can miss a bigger and more impactful opportunity: building a fully connected, forward-looking treasury ecosystem. Advances like embedded finance; application program interfaces, or APIs; and real-time analytics allow companies to do far more than simply digitize their workflows. They can enable strategic growth, real-time decision-making, and new revenue models.

Embedded finance: Bringing finance into everyday platforms

Embedded finance refers to the integration of financial services—such as payments, lending, insurance, or banking—directly into nonfinancial business platforms. That seamless experience gives customers access to those services without the need to leave the primary app or website.

“Embedded finance is really about being more deeply connected to your bank so you can operate in a real-time world, not a batch world,” says Chris Ward, Truist’s Enterprise Payments head.

For example, a ride-hailing application might use embedded finance to give contract drivers access to earnings from within the main app, while an online retailer might offer a warranty service directly from their shopping cart.

“Embedded finance solves the swivel chair problem by integrating financial services directly into the platforms where business happens,” says Michael Senuta, head of Product Innovation and Partnerships at Truist. “It allows users to make financial decisions in context, without switching between systems, which improves accuracy and streamlines operations.”

Chris Ward on the “3 S’s” of treasury modernization



Truist often talks about the “3 S’s”—simplicity, speed, and safety. What do those mean in the context of treasury?

“These are the guiding principles for how we think about treasury and payments. Simplicity means intuitive, user-friendly experiences that don’t need a lot of instruction. Speed is about immediacy, knowing a transaction happened and where the payment stands. Safety is foundational—everything must be secure, with minimal extra friction.”

Why do these principles matter so much today?

“Because the world has changed. Both consumers and businesses are now used to real-time, digital-first experiences. In treasury, that translates to needing instant data, fast payment execution, and secure platforms that don’t require a Ph.D. to use.”

How do the “3 S’s” help a company make more effective business decisions?

“When your systems are simple, real-time, and secure, forecasting becomes a strategic function rather than a spreadsheet chase. Treasury teams can plan proactively, improve working capital, and enhance the customer experience.”

What’s your advice to companies just starting this journey?

“Start small. You don’t need to replace your whole system at once. Let your Truist relationship manager help you make a plan. Treasury transformation isn’t about trends. It’s about making purposeful moves that align with your goals, and doing it with simplicity, speed, and safety in mind.”

What is embedded finance?

Embedded finance is simply the seamless integration of financial services and products into the digital platforms of nonfinancial companies. That integration allows users to access those financial services without leaving the original platform, improving their purchase experience and encouraging customer loyalty.

Wondering how your business might make use of embedded finance? There are possibilities in many industries:



Transportation

Ride-hailing companies can use embedded finance tools to provide contract drivers with immediate access to their earnings from within the company's own app.



Retail

An online store can streamline returns and dispute resolution, and offer lending options for high-price-point purchases.



Auto dealers

Dealers can help customers bundle insurance into their car purchase instantly, and they can offer owners personalized extended warranties or service plans after the sale.



Healthcare

Providers can offer tailored payment plans to patients at the point of care. This may include financing for elective procedures or for care under plans with high deductibles.



Agribusiness

A marketplace provider for inputs such as seed and fertilizer can offer loan access to customers through the app at the time of purchase.

That integration minimizes friction for end users, which in turn improves customer loyalty and captures transactions that might otherwise be lost in the switch between platforms.

From cost center to value creator

Companies that embrace embedded finance can create real value—not just in the user experience but also for their own productivity and performance. Consider a manufacturing company that sells equipment to commercial customers and offers maintenance contracts. Traditionally, the company might have provided financing directly to qualified customers in order to maintain a relatively seamless process and generate interest income, but also with significant underwriting, risk management, and collection costs.

Under an embedded finance model, the company would integrate a partner financing provider directly into its sales journey, maintaining the seamless customer experience. The manufacturer will give up some of the interest income to the partner, but in return will offload the back-office infrastructure that was required to support direct financing. And by controlling the credit experience, the manufacturer will also gain additional customer data for use in its own analytics.

Strategic scaling: A roadmap for embedded finance

Companies looking to adopt embedded finance don't necessarily need to abandon their legacy systems entirely. The key is starting with a clear goal and choosing tools that fit.

"Success comes from partnering with a bank that delivers secure connectivity, operational control, and scalable infrastructure," says Senuta. "That includes real-time visibility, ERP-integrated workflows, and built-in fraud prevention, without requiring a full system overhaul."

For businesses that want to offer embedded finance experiences to their own customers, Truist helps align product and engineering resources to integrate with the right APIs and compliance controls. We both develop programs and partner with outside financial technology firms, or fintechs, to create plug-and-play solutions (where possible) to minimize the money and time investment required upfront from clients.

"While there may be fees involved, it becomes a predictable cost structure rather than a large upfront investment," Senuta adds. "Clients begin realizing value early, without needing to commit significant capital before seeing results."

Powering up with APIs and modular tech

Behind embedded finance is a bigger architectural shift: the movement away from monolithic systems and toward API-driven, modular platforms. These enable businesses to share data across banks, systems, and departments instantly—no more file batching, FTP uploads, or next-day balance reports.

Chris Scott, head of Wholesale Payments Treasury Solutions at Truist, sees this trend accelerating: “Corporate treasurers need more visibility than ever these days. They need centralized visibility on liquidity, on receivables, on all that data because they need to make data-driven decisions quickly.”

APIs make that possible—especially when coupled with intelligent routing and real-time capabilities.

“One of our clients recently asked if we support smart routing based on lowest-cost payment rails,” adds Scott. The question prompted the team to develop that functionality. “The vision is, you just send us the file (through an API), and Truist would do all the heavy lifting on our side.”



Michael Senuta, head of Product Innovation and Partnerships, recalls working with a midsized supply chain and logistics company. Despite the advanced technology in its operations, the treasury team was manually uploading reporting data into its ERP system each day and reconciling cash weekly. Truist installed an app plug-in and linked their accounts within their ERP in under 10 minutes. Once activated, it provided real-time cash flow visibility without manual file uploads or reporting delays. “The real win for their team was automating reconciliation, which eliminated hours of manual work each week,” Senuta says. “It changed how their treasury team viewed their role. Instead of chasing data, they now focus on forecasting, scenario planning, and optimizing working capital.”

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Michael Senuta
Head of Product Innovation
and Partnerships
Truist

Real-time data, predictive power

Artificial intelligence is helping spread the impact of smart treasury solutions further up the org chart as well. The integration of AI into ERP systems enables on-the-fly forecasting, planning, and scenario modeling in real time.

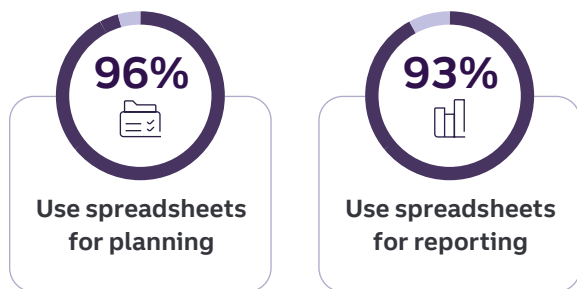
Treasury leaders are often asked to address questions that require scenario planning, such as how a major capital investment would affect liquidity or how interest rate changes might impact debt service. “Historically, it would take treasury teams a lot of time to gather the data, put it together, and build out the spreadsheets to answer those questions accurately,” says Senuta. “But when all that information is integrated into a connected ecosystem powered by AI, those scenarios can be modeled instantly and addressed in real time.”

Head of Wholesale Payments Product Chris Noe says that while AI does offer the ability to spread smart treasury solutions further throughout an organization, Truist is taking “targeted and deliberate” steps with it as the technology develops.

Integrated receivables are a good example of that approach, Noe says. With AI integrated into accounts receivable processes such as invoicing, collections, and payment reconciliation, automated functions learn from past inputs and human interactions, and apply those lessons in the future. That applied learning can lead to significant improvements in functions like the auto-matching of payments to open invoices, significantly reducing errors and processing time.

“That’s a responsible way to apply AI,” Senuta says. “It puts the power of data to work in ways that are practical, scalable, and impactful for our clients.”

Spreadsheets remain a dominant tool for treasury professionals



Source: PwC 2025 Global Treasury Survey

Truist helps identify opportunities

While opportunities to implement smart treasury systems can be found throughout an organization, they can be hard to recognize on your own. Scott emphasizes that Truist's approach is deeply consultative for the purpose of finding those opportunities.

"Our job is to ask 100 questions. How do you move money today? Where does it break? What's costing you time or creating risk? The rest of the conversation is solving it together."

He adds that while consultations and planning are important, a smooth implementation relies on experience and skill.

"In some sense, the easy part is talking about it. The hard part is showing up during the integration and making it work. We do that, and that really sets us apart in the market."



Key terms in modern treasury strategies

To build a more powerful treasury ecosystem, you need to understand the tools behind the transformation. Here are five terms to know that help define effective treasury management today.

- **Application programming interfaces (API):**
Software that allows a treasury management system to communicate and exchange information in real time with banks, enterprise resource planning, and other financial platforms.
- **Real-time payments (RTP):**
An always-on payment rail that settles funds instantly. RTP improves liquidity, supports same-day disbursements, and reduces reliance on checks and wires, which can be especially valuable for B2C or urgent vendor payments.
- **Cash conversion cycle (CCC):**
A metric that measures how quickly a company turns investments (like inventory) into cash from sales. Smart treasury systems shorten the cycle by automating receivables, optimizing payables, and unlocking working capital.
- **Predictive analytics:**
Forecasting powered by artificial intelligence that models data points such as future cash flows, payment behaviors, and liquidity needs using both historical and real-time data. It helps treasury managers shift from a reactive to a proactive financial strategy.
- **Smart routing:**
An intelligent payment strategy that automatically chooses the most efficient available rail—such as RTP, ACH, card, or wire—based on cost, speed, vendor terms, or other user-defined criteria. Smart routing optimizes working capital while also potentially improving vendor satisfaction.

Turning treasury data into better business decisions

A modern financial ecosystem can provide the information you need to grow.

With access to more treasury data than ever before, organizations can quickly find themselves paralyzed by options, rather than empowered to act. Fortunately, the same smart treasury tools that provide for the abundance of information also help to filter out the noise, establish priorities, and drive more confident decision-making.

These intertwined forces—the vast increase in available data, plus the accelerating adoption of tools that make that data useful—can improve visibility, streamline cash flow management, enhance working capital decisions, and ultimately benefit your company's bottom line.

"Companies have access to more data than they've ever had before. The challenge is, how do you take that and harness it to generate actionable insights?" says Chris Noe, Truist's head of Wholesale Payments Product. "But we're seeing how these advances are helping our clients make much better forecasts."

From data to decisions: A logistics business in action

To see how this might play out in the real world, consider a logistics company that operates a regional trucking network. With volatile fuel prices, unpredictable customer demand, and tight labor markets, maintaining liquidity and controlling costs is a perpetual challenge.

For years, the company has relied on traditional financial reports and weekly reconciliation to inform decisions. Cash forecasting took place on spreadsheets and was based on historical averages. Payment runs were manual, and accounts receivable aging reports were rarely linked to broader liquidity planning. It worked, until it didn't.



As the company scaled to meet surging e-commerce demand, the delayed cash visibility led to strained relationships with key suppliers, missed opportunities for early payment discounts, and inconsistent investments in fleet upgrades. The deficiencies in the company's current treasury management ecosystem became too obvious for company leadership to ignore.

This logistics company knew it needed to modernize—but how?

1. Identify the right data.

The first step was recognizing what data already existed within its system but wasn't being fully utilized. Working with their bank team, the company's treasury and finance groups mapped its operational ecosystem to identify:

- **Banking data**
Current and previous-day balances, payment statuses, plus incoming wire and/or ACH activity
- **ERP data**
Accounts receivable aging, accounts payable schedules, and customer payment terms
- **Logistics systems**
Shipment volumes, delivery routes, fuel usage, and driver hours
- **Customer data**
Customer order frequency, invoice disputes, and credit history

2. Connect the systems.

The encouraging news from the information inventory was that it didn't need to start from scratch—it just needed to connect the data it was already collecting but keeping in separate silos.

Through embedded finance APIs and a fintech partner, the company's IT team, with help from the affected departments, established real-time links between the ERP, cash accounts, and logistics platforms. This reduced reliance on overnight batch processing and manual file uploads.

With those integrations established, instead of downloading balance reports and comparing them against spreadsheets, treasury staff had access to up-to-the-minute cash positions directly within the ERP system, with balances mapped against expected inflows and outflows by day, week, and month.

3. Apply predictive analytics.

With data now flowing in real time, the next step forward became possible: forecasting. Using AI-enabled cash management software, the team began to model future liquidity positions based on variables, including:

- Invoicing cycles and historical payment behavior of top customers
- Seasonal shipment volumes by region
- Fuel cost trends and fleet maintenance schedules
- Upcoming payroll and tax obligations

Machine learning algorithms informing the forecasts were trained on historical data, but because the systems tracking the data points were connected and communicating in real time, the models could be dynamic—constantly adjusting based on the most recent activity.

For example, if a key customer's payment pattern shifted even slightly, the system would flag the change and update the related cash flow projections.

4. Make informed, strategic decisions.

With an integrated, real-time predictive model in place, company leaders were now able to use these new insights to inform strategic decisions. They were able to implement smart routing of vendor payments based on lowest-cost rails and plan for fleet maintenance, upgrades, and additions based on forecasted surplus capacity. They were also able to model scenarios for various potential regulatory and cost changes, and put contingency plans in place.

As a result, the company could recognize substantial reductions in idle cash that allowed for increased interest income, as well as improvements in outstanding receivables and gains from both early payment discounts and card rebates. Staff time spent on reconciliation could also drop dramatically.

Rethinking the role of treasury

Every organization's process and results will be different, which is why close consultations with the specialists at Truist are so important. But what this hypothetical logistics company experienced is becoming the reality across industries.



And as Noe adds, the process doesn't have to be overwhelming. Companies don't need to leap to full automation all at once. Starting with one problem—such as reducing check fraud, gaining faster visibility, or managing payment routing—can create early wins to build on.

"What's the crawl, walk, and run path? You don't have to hit the sprint immediately," Noe says. "Working with a Truist teammate who can help you figure out an action plan gets you started and creates momentum."

Smart treasury systems, with their automated processes and connected platforms, are more efficient, but efficiency itself isn't the whole point. The ability to identify previously hidden opportunities and make better decisions with data-backed confidence creates a competitive advantage that could benefit any company.

From vulnerability to viability

OrthoCarolina's treasury transformation

Smart treasury solutions can help a company create robust defenses against fraud. Truist helped a growing North Carolina orthopedics practice identify its vulnerability and craft solutions to enhance security.

Truist's treasury solution



- ACH automation
- Vendor verification & account validation
- Secure vendor onboarding
- Flexible payment scheduling
- Enhanced reconciliation data

Client snapshot



- Company: OrthoCarolina
- Headquarters: Charlotte, NC
- Employees: 1,600
- Industry: Healthcare (Orthopedic care)
- Founded: 1922

The results



- Increased efficiency
- Improved cash flow visibility
- Enhanced fraud protection
- Future-ready for faster payment tools

The challenge



- Heavy reliance on paper checks
- High administrative costs
- Increased fraud risk (BEC & vendor fraud)
- Audit findings prompted urgency

What it means for OrthoCarolina



"Truist's ACH solution has helped us eliminate inefficiencies and added essential layers of security."

Director of Internal Audit & General Accounting,
OrthoCarolina



Truist's approach to treasury consulting

Aligning tools with strategy

Treasury transformation is a competitive necessity in the modern economy, but also a potential minefield without experienced guidance. Fortunately, the specialists at Truist offer their clients more than a map to follow—they become full partners in the journey.

Truist's approach focuses on asking the right questions before recommending a new pathway or technology. These conversations often reveal a simple truth that even if an organization thinks its legacy systems are getting by, there's a cost to maintaining the status quo.

Chris Scott, head of Treasury Solutions at Truist, knows that success relies on partnership and persistence as much as product.

"You want the client to tell us the pain point, and then ultimately move to transform it," he says. "Because without making this transformation, they're going to have technical debt."

This idea of technical debt—the hidden costs of outdated processes and workarounds—is often the catalyst for beginning the transformation. Companies that delay treasury upgrades may keep doing what they do, but they're operating inefficiently, at higher risk of fraud and suboptimal performance, and often with duplicated effort.

That's why Truist emphasizes discovery: By deeply understanding the client's stage in the business lifecycle, its organizational structure, and ERP architecture, Truist can recommend solutions that both work now and scale for the future. Specialized industry knowledge and effective fintech partnerships contribute to recommendations that are specific, rooted in domain knowledge, and tested against best practices.

While many providers leave implementation to third parties, Truist stays present throughout the process. Through the whiteboarding sessions, the integration milestones, and the inevitable surprises, teammates help ensure the end result matches the vision.

That might mean integrating real-time reporting into an aging ERP, setting up smart payment routing across different rails, or using embedded finance tools to eliminate manual reconciliation and improve the customer experience. In each case, the emphasis is on reducing lift for the client and accelerating results.

Still, change can be a sticking point for many organizations, so Truist takes a flexible approach driven by outcomes. Clients are encouraged to identify a comfortable starting point, measure its impact, and build confidence from success.

“We have teams that are able to talk this through with our clients and help them plan their transitions while thinking about the pros and cons,” says Chris Ward, the Enterprise Payments head. “Our level of understanding gives clients a lot of comfort that they’ll be able to execute the changes they want with less risk. That’s a big distinction for us.”

“Our level of understanding gives clients a lot of comfort that they’ll be able to execute the changes they want with less risk.”



Chris Ward
Head of Enterprise Payments
Truist

The result is a consulting model that helps clients find the solution that will work best for them, rather than spend time chasing the next big thing. In a crowded space where treasury vendors often sell complexity disguised as innovation, Truist’s clarity, continuity, and commitment are differentiators that make a tangible difference to its clients.

In short, Truist believes that treasury modernization is a critical process that does more than support a company’s growth, but can also become a key force in propelling it higher.





How Truist can help

Begin your treasury modernization journey with a trusted partner.

The transformation from legacy accounting platforms to a smart treasury ecosystem is an opportunity that can return benefits throughout an organization. Getting it right takes experience, and a partner who has made it happen before and knows the right questions to ask to get you started.

Truist's team of experts stands ready to help you tackle treasury modernization at the scale and pace that make sense for your company, and that team will see your project through to success.

Ready to explore smart treasury systems?

Connect with us today to learn more about which modernization options are right for you.

Speak with your Truist relationship manager or [fill out our contact form](#).

Meet our leaders

These Truist subject matter experts contributed their experience and expertise to the creation of this paper. We invite you to contact Truist or your relationship manager if you have questions or Truist Purple Paper® insights to share.



Chris Noe
Head of Consumer Payments and Wholesale Payments Product
Truist Financial Corp.

Chris joined the company in 2023 and is responsible for driving innovation and enabling client success through successful solution management and development of the Treasury, Liquidity, Merchant, and Commercial Card businesses.

Chris joined Truist from Wells Fargo, where he most recently served as head of Embedded Finance and Sales Engineering for Commercial Digital. Prior to joining Wells Fargo, Chris was the application manager at Wachovia Bank. Chris has a bachelor's degree in management information systems from the University of North Carolina, Wilmington.



Michael Senuta
Head of Wholesale Payments Product Innovation and Partnerships
Truist Financial Corp.

Michael co-founded and leads the Embedded Finance channel, advancing new digital products and strategic partnerships. He played a key role in launching award-winning solutions and scaling API-led capabilities that empower businesses to move money, manage liquidity, and embed financial services into their platforms.

Michael has advised clients across diverse industries and segments to implement technology-driven treasury and payment solutions that streamline operations and enable smarter business decisions. He holds an MBA from The Wharton School and a B.S. in finance from Saint Vincent College.



Andrew Rankin
Head of Wholesale Payments Specialized Industries Sales
Truist Financial Corp.

Andrew joined the company in 2016. His team delivers tailored solutions targeted to meet the evolving working capital needs of clients aligned to an industry vertical nationwide.

Before joining Truist, Andrew spent 15 years with Bank of America, where he led Global Treasury Product Fulfillment and Customer Service for large corporate treasury clients. Andrew graduated from Queens University of Charlotte with a degree in Organizational Communication. He is a member of the Association of Financial Professionals and holds the Certified Treasury Professional accreditation.



Chris Scott
Head of Wholesale Payments Treasury Solutions
Truist Financial Corp.

Chris' team helps businesses with their complex treasury needs, partnering with Treasury Sales Consultants and their clients by leading strategic dialogue and providing expertise on working capital and digital solutions that improve the effectiveness of treasury operations.

Chris joined Truist in 2007 to initiate and build the product consultant role at Truist. Previously, he worked at a leading financial institution in a similar role focused on large corporate clients. Chris earned a B.S. in computer science at Cal Poly, California. Other certifications include CISSP, CNE, MSCE, and CCNA.



Chris Ward
Head of Enterprise Payments
Truist Financial Corp.

Chris joined the company in August 2022 and oversees the Treasury, Liquidity, Merchant, Commercial Card, and Consumer Payments businesses. Ward is also a member of the Truist Financial Corporation Operating Council.

Prior to Truist, he was with PNC, where he most recently served as head of data, digital, and innovation for Treasury Management (TM). In this role, he was responsible for the innovation of PNC's TM solutions, including digital channels across the wholesale banking business. Ward has also held leadership positions at Capital One and Wells Fargo. Ward serves on the TCH PayCo Board of Directors and Executive Committee, the EWS Management Committee, and the boards of Early Warning and The Clearing House. He earned a bachelor's degree in business administration from Robert Morris University in Pittsburgh, Pennsylvania.

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